

## **Scholz & Friends Action Plan for**

# **Diversity, Equity & Inclusion**

**On August 21st, 2020, the partner board of the Scholz & Friends Group adopted an action plan to prioritize diversity, equity and inclusion on the corporate agenda and thus anchor themselves even more firmly within the agency culture.**

We want to do our part and contribute to social responsibility as a company. We are also convinced that the values mentioned are the prerequisite for creative and sustainable business success.

In an increasingly complex world, a creative agency like us needs diverse perspectives as possible on the topics and tasks of our customers in order to develop the best solutions for them.

“Friends are colorful” is one of Scholz & Friends’ management principles. We want to advance this principle with the five fields of action: structure, leadership, culture, communication and compliance. More importantly we want these principles to be a live within the agency.

The resolutions and plans in the fields of action are effective immediately and relate to all locations and business areas of the Scholz & Friends Group.

Scholz & Friends Group GmbH

Hamburg, September 3rd, 2020

## 1. Structure

# A quota for leadership and better opportunities for advancement

### Our goal:

Our goal is to create **equal participation** of women and men at the management level of Scholz & Friends. We create the conditions for **female managers** to **develop** even better in the agency in the future.

### Our measures:

- Scholz & Friends is committed to a **gender quota** for the agency's managers (director level, general management, partner board). The regulation aims to achieve a **50% proportion of women** across all management positions in the entire group through the end of 2022.
- As an interim goal, the agency is striving to create a **30% share of women** on the **top two management levels** of the agencies across the group by the end of 2021 (partner board and management totaled across locations).
- Based on the quota, the individual locations and business areas will work out an **implementation plan** by the end of 2020 regarding how these goals can be achieved.
- In the case of **new hires** at managerial level (starting at the director level), women with the same qualifications will be preferred in future until the quota in the respective business area / location has been reached. We also consider other dimensions of diversity management.
- With the "Friends for Family" initiative, we support the development of managers working part-time and with children, in order to break down career barriers and **promote the compatibility of family and work**. Concrete measures will be drawn up for this by mid-2021.

## 2. Leadership

# Promotion of specialist and leadership qualities

### Our goal:

To create an environment in which we develop our **managers** more clearly according to their **respective strengths** and give personnel responsibility to those who stand for an inclusive and appreciative corporate culture.

### Our measures:

- Introduction of an **incentive system for managers** that makes the values of diversity, equity and inclusion relevant to **bonuses** in their personal assessment.
- Establishment of a management principle in which a distinction is made between **specialist and management careers** (“Excellence Track” and “Executive Track”).
- **Re-assessment** of managers based on the managerial principle in order to promote appropriate developments
- Mandatory „**unconscious bias**“ **training** for all managers (already being implemented).
- Individual coaching for executives based on re-assessment.

### 3. Culture

## Continuous awareness and dialogue at all levels

#### Our goal:

To strengthen our **agency culture** with a focus on mindfulness, appreciation, equal treatment and transparency within the agency, but also in dealing with customers.

#### Our measures:

- „**Unconscious Bias**“ training and **anti-discrimination training** for all friends in the Scholz & Friends Academy. Individual training in the subjects of “Active Listening”, “Servant Leadership” and “Mindfulness”.
- Regular “**listening sessions**” with the management as well as **&WOW tables** (exchange between the female friends as part of the existing “Work of Women” program).
- Expansion of the existing **mentoring programs** (reverse mentoring, &WOW program).



## 4. Communication

# More visibility for the issues internally and externally

### Our goal:

We put the topics of diversity, equality and inclusion on the **internal and external agenda** in exchange with client partners, applicants and the professional public.

### Our measures:

- Initiative within the **Gesamtverband Kommunikationsagenturen** (GWA) German Association of Communication Agencies, **to establish the possibility of certification** for the member agencies with regards to their structural positioning in the areas of diversity, equity and inclusion in cooperation with an independent institute.
- New **interview guidelines** for job interviews with a focus on „unconscious bias“ and diversity as well as adaptation of the recruiting processes.
- **Workshops** on dealing with **customers** in order to raise awareness of the issues of diversity, equity and inclusion – in terms of collaboration as a whole, but also in campaign development.
- Recommendation on the use of **gender-neutral language** in agency and customer communication

## 5. Compliance

# Consistent sanctioning and sustainable measurement

### Our goal:

We create processes with which individual **misconduct** can be recognized, reported and **sanctioned** even faster in the future. We regularly survey the status of the development of diversity, equity and inclusion in the agency in order to adapt our measures on this basis.

### Our measures

- Quick **escalation** of behavior-related conflicts to the **partner board** for decision and quick action (7 days from the incident reporting).
- Regular communication of the various **reporting options** in the event of violations of the code of conduct (on site and across the group).
- Development of process standards with the support of the **external advisor** Christine Lüders (former head of the Federal Anti-Discrimination Agency) by the end of 2020.
- Periodic **review** of our development in the area of diversity, equity and inclusion through anonymous surveys among the workforce.